

Human Resources in Education: Present and Future



Introduction

An organization's success is defined, to a large part, by the performance of its leadership, employees and the quality of service or product that they produce. Therefore, thinking and acting strategically about human capital is one the core function of the management and a critical lifeline for an organization.

In the field of education, the "product" of the organization is the education and future success of children, the future of their communities, the economic and social well being of the country. There is evidence that shows that principals' and teachers' performance has more effect on student achievement than any other factor and that teachers' effectiveness in increasing student performance varies widely. Given these high stakes, it is imperative to act on that knowledge and strengthen the education workforce to better serve students.

In every organization, there are three major resources to be managed if the organization wants to achieve its objectives and goals. These resources are Humans, materials and financial resources. And out of these three, human resource is the most important and difficult to manage. The reason being that every human being is born unique and therefore, is bound to have different characteristics– that is, the ways they think, feel, reason and act. Secondly, human beings control and coordinate the other resources. They constitute the workforce of an organization and are referred to as personnel. Since human nature plays a very major part in the overall success of an organization, it is therefore important to have an effective working

relationship between the employee and the administrator as this is essential for the success of the organization. Human Resource Management, which involves the efficient and effective

management within an organization, is one of the vital functions of Educational Administrators. This is because every administrator has a function to perform through his staff and his own abilities. Every educational institution like other formal organizations needs human beings to execute its programmes and achieve educational goals and objectives. Therefore, establishing a dedicated Human Resource function within the school, like any other formal organization, is now becoming a need of the day as this helps the school to meet the present as well as the future requirements.

Role of Human Resources in Education

All organizations including educational institutions are made up of people who chose to work in it primarily because it enables them to satisfy at least some of their personal needs. Virtually everybody works, plays or is educated in an organization.

Organizational behaviour follows the principle of human behaviour. People in an organization are governed by the same psychological mechanisms both on the job and outside the job. Organizational behaviour is human behaviour in a particular setting. The behaviour of an individual in an organization is determined to some extent by internal and external factors. These include learning ability, motivation, perception, attitude, emotions, frustration etc. while the external factors include stress, reward system, degree of trust, group cohesiveness, social factors, office policies etc.

Organizations represent constant interaction between structure and process. To get an assignment accomplished in an organization, we need to define who does what. Therefore,

defining the roles and responsibilities of all staff becomes a critical success factor as this helps the individual to understand their role(s) within the context of the school's vision. Decision Making, Communication, Leadership and Conflict are few examples of the many processes that take place within an organization. Consequently, the primary responsibility of the educational administrator (Principal) is to ensure that human resources are utilized and managed effectively and efficiently to meet the educational institution's goals.

Therefore, for the staff in the HR department of the educational institutions to function efficiently and effectively, specially the administrator (Principal) must understand the nature of people he/she is working with and be able to interpret their behavior. Teachers in a school should not be looked as mere resources but as valuable human beings. Therefore, developing human relations within the school helps it to successfully achieve its goals.

Good human relations in an organization, for it to function effectively and efficiently cannot be overemphasized. It provides knowledge on how people interact and respond in different organizational situations in an effort to satisfy their needs and in the process meet organizational goals. The principals' ability to understand his/her teachers and staff and their problems, and his/her belief in and the practice of democratic leadership will go a long way to make him/her succeed in his/her supervisory and administrative task.

Educational Administration is concerned with the mobilization of the efforts of people for the achievement of educational objectives. It is therefore imperative that the Principal cultivates the habits of Human Relations in his odious administrative task. Human relations focus on workers as human beings rather than as producers. It focuses on the development of morale and individual. Human relations emphasize paying attention to workers as human beings in an

informal association within an organization. This is very true in the context of the school as the teachers play a critical role in helping the children achieve their optimal performance.

The human resource management function has the moral responsibility to develop and implement processes that are teacher centric. The principal as the school leader should be extensively involved in developing and implementing these processes.

Also the research on stress management shows that trainer, educator and educational administrator are the second lot after Doctors and counselors who suffer the highest rate of burn out. They take care of all, and there is no one in the absence of an Educational Administrator (Principal) to manage burn out of these trainer, teacher and faculty members.

To this end, the institution's Educational Administrator (Principal) is required meet the following objectives:-

1. Recruitment and selection, developing a strong talent pool within the school.
2. Helping in creating a working environment that is conducive for his/her members of staff so as to promote maximum contentment thereby motivating them. Teachers, as any employee within a formal corporate organization, like to work to work in an environment that is built on trust, respect for the individual, encourages research in modern pedagogical practices, teamwork, etc.
3. Ensuring that the abilities and skills of teachers and staff are used to the optimum in pursuance of the institution's mission and mandate.
4. Ensuring a fair balance between the personal needs of teachers and staff and the needs of the institution in general. The effectiveness and success of any organization is dependent on the efficient use of its resources particularly the human resource.

Therefore, the primary responsibility of a human resource management function is to ensure that human resources are utilized and managed as efficiently and effectively as possible.

Human resource functions can be generally classified into three basic functions namely:-

1. Optimum utilization of teachers and staff to meet educational institute's needs
2. Motivation of employees to meet their needs and organizational needs in unison.
3. Maintenance of human relationships.

Changing Needs of Schools and How Human Resource Management Helps to Meet Them

There are tremendous changes happening within the environment where the schools operate. With the onset of globalization and technology, the dynamics within the school and its expectations are rapidly changing. Therefore, it is imperative that the Educational Administrator (Principal) needs to provide management oversight and guidance to the Human Resource Management function to meet the needs of the changing landscape.

Few of the varying needs of the schools include the following

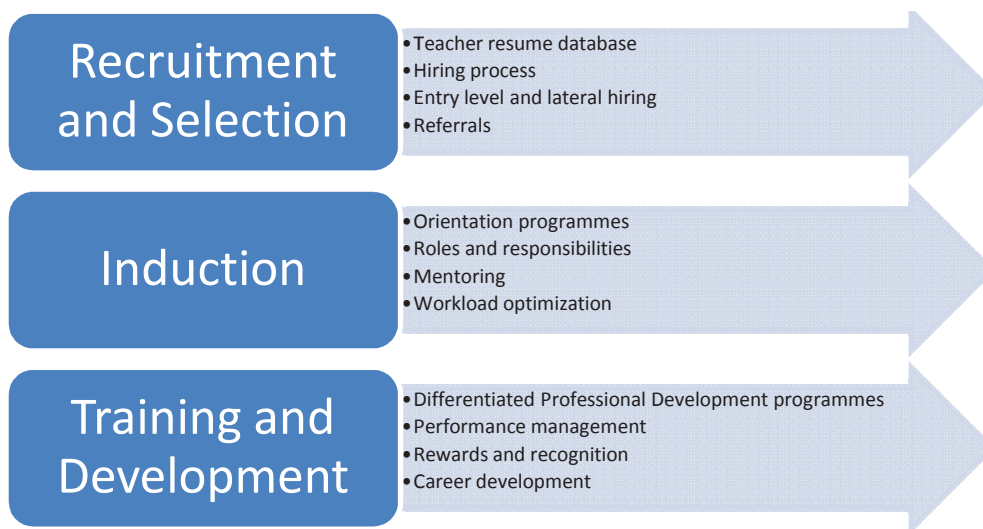
1. Hiring and retaining qualified teachers and staff.
2. Developing leadership abilities within the school.
3. Implementing Inclusive Education.
4. Developing and implementing differentiated professional development programmes for teachers that will help them to reach their potential. In turn, this helps the students to achieve their potential. Teacher performance is closely related to student performance.
5. Implementing a robust and transparent performance management system.
6. Implementing performance rewards and recognition.
7. Incorporating technology in education.

8. Talent retention.



The human resource management function needs to clearly understand these changing requirements to implement policies and practices accordingly. The success of the school or the educational institute will become increasingly dependent on the leadership of the human resource management.

The human resource management function should develop robust processes for talent acquisition, retention. The following illustration provides an example of such process.



1. **Recruitment and Selection.** This involves searching for a suitable person to fill the vacant or new position. The basic goal of recruitment is to locate qualified teacher who will stay with the school to help students to reach their potential. Given the current challenge of hiring qualified teachers, which is likely to grow in the future as well, it is important to develop diverse channels for talent acquisition. Innovative practices must be developed and implemented to meet this growing requirement.

2. **Induction.** Teachers and staff who are selected should undergo a structured orientation programme to understand the vision of the school and its educational objectives. This will help the new teachers, lateral as well as freshers, to align to the organizational vision. The clarity in their roles and responsibilities will help them to build a foundation for high performance.

3. **Training and Development.** This is an important focus area for the school as it helps in talent retention as well as development of conducive environment within the school. Policies, procedures, mechanisms should be creatively designed and developed that fosters growth. Examples include:

a. Differentiated professional development for teachers.

b. Salary Administration. This refers to the financial benefits that are given to teachers and staff for the jobs they have performed.

c. Performance management system. This is the continuous process of feed back to teachers and staff about how well they have performed on their jobs.

d. Welfare:- In educational institution's administration, the main purpose of welfare is to provide assistance to members of teachers and staff and also encourage a positive relationship between staff and the institution by providing extra security comforts.

Conclusion

To meet the rapidly changing needs, educational institutes should strongly consider to establish dedicated Human Resource Management function and invest in its leadership. As student outcomes are a function of the teacher performance, it is important to design and implement creative as well as innovative practices that encourage talent acquisition, retention and growth. If these needs are neglected, it could lead to failure in achieving set goals for the administration of future education system.

To this end, it has therefore becomes necessary for institutions to advocate the use of good human relations so as to ensure effective and efficient administration. School leadership should need to motivate teachers and staff not only through monetary means but also to recognize the individual's worth and enhance their feeling of responsibility and achievements. Creation of a talent culture in institutions is the need of hour.

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